

**PHILIP MORRIS USA**

**INTER-OFFICE CORRESPONDENCE**  
120 PARK AVENUE, NEW YORK, NY 10017-5592

**TO:** Select Field Sales Personnel  
**FROM:** Theresa LaSalle/Sales Promotions  
**SUBJECT:** 1998 Marlboro Van Program

**DATE:** February 11, 1998

Marlboro Van results during 1997 can be captured in one word - TREMENDOUS!

- Over 30,000 Retail Masters stores participated.
- Over 500,000 new names of adult smokers, 21 years of age and older, were added to the Marlboro database.
- Nearly 4 million incremental packs were sold during Van visits.

Due to this success, the Marlboro Van Program will be a national promotion in 1998, with these changes.

**1998 program changes are:**

- Vans will be assigned geographically to markets in Waves varying in length from 10-19 weeks. Exhibit A provides details for Waves II and IIIA by district and unit. Wave II vans will operate from April 20 to July 4, and Wave IIIA from May 4 to September 19 (Note: Wave I information has already been communicated).
- PM District Managers and FMI Market Managers will have weekly meetings.
- A special promotion for eligible mega volume accounts not visited by a van is scheduled for July. Details will be included in the applicable monthly Sales Promotion Planner.

As in 1997, vans have been assigned by District and must remain within that District. Vans for each Unit are limited, so scheduling of vans should be based on local market needs; any revisions to van assignments require the advance approval of the District Manager and NY Trade Marketing (Theresa LaSalle).

**Responsibilities**

Cooperation and team work are critical to the successful retail execution of the van program. There are three teams involved in successful completion of this program: PM Sales Force (TSMs, District Managers and Van Coordinator), FMI (Field Marketing Incorporated Market Managers and Sales Promotion Representatives (SPRs) and Retail Masters customers. Roles and responsibilities of these team members are described in Exhibit B. Exhibit C outlines the activity timeline for successful execution. Information on POS materials and incentives is provided in Exhibit D. Please review these documents carefully.

**Store Eligibility and Program Guidelines**

- Retail Masters (RM) stores (excluding RAs) that are located within one of the markets during the outlined dates and have an industry CPW of less than 800 are eligible to participate in the program. When a participating customer has RM stores(s) that are located within the market, and other RM stores(s) that are outside the boundaries of the market, **only Retail Masters stores within the market during the outlined dates are eligible. If this situation occurs, please contact the respective DMs in those markets to negotiate dates and times.**
- A Van Participation Agreement must be completed and signed by both the PM representative and the retailer. See Exhibit E for an example of a properly completed Participation Agreement. A copy of the fully executed Participation Agreement must be provided to FMI prior to the event at the Retail Masters Store.

**HARD COPIES PROVIDED BY NYO TO VPRSs, NAMs, DMs, DCMs, SAMs, TMPs, TMMs, AND SELECT SSDs, SOMs, TSMs, AND UMs. FOR INTERNAL USE ONLY.**

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- There are situations where administration of the van program can become burdensome, especially for chains. However, under no circumstance can we electronically duplicate the participation agreement. You would have no record of agreement and the ability to change the agreement without legal approval would exist. Account managers, however, may have the chain authorizing agent sign a 3-part Participation Agreement and attach a spreadsheet with the details for each location. This will simplify your administration, and satisfy the requirements FMI needs to run the program, efficiently and effectively.
- Stores that are located within 500 feet of a school, playground, or established place of worship **MUST** conduct all program activities inside the store. The TSM and the store's owner/manager must agree on merchandising space, before van day. **The exterior kiosk and exterior Van POS must not be used in these locations.**
- Vans should be scheduled, as follows:
  1. One visit to each eligible store.
  2. Visits should be on Wednesdays through Saturdays between 8:00 AM and 8:00 PM; Tuesdays between 12:00 PM and 6:00 PM
  3. Maximum of six (6) hours per store. Drive and set-up time are included in SPRs' 8-hour work day.
  4. Maximum of two (2) store visits per day, and only if drive time between locations is 30 minutes or less.
- There have been situations, in the past, when a retailer has had to cancel Marlboro Van Day. For this reason, we are asking each district to compile a list of 10 RM accounts who would be willing to participate in a Van Day with little notice. These stores typically should have substantial inventory of Marlboro, and have a signed participation agreement on file. Please submit this list to the Van Coordinator. The PM Van Coordinator will supply this list of alternate locations to the FMI Market Manager. Failure to supply an alternate store list will result in no van activity for that day.
- If FMI SPRs believe participants have falsified purchases to obtain free merchandise, they should notify their Market Managers who will contact the retailer to investigate the matter. If the situation persists, the SPR, with the Market Manager's approval, should leave the store.

### **Measurements**

FMI and Philip Morris (NYO) will communicate in weekly meetings regarding the status and use of the vans throughout the program. FMI will provide the local District Manager and Van Coordinator with weekly results, including the number of incentives distributed, the number of adult smokers (21 years of age and older) who participated, and the number of packs sold for each store visit. Analysis of the program will be used to determine success at each store. District Managers should share successes, best practices, and issues with their Region TMPs, who will forward this information to the NYO.

To obtain valuable retailer feedback on the van day, we are providing SPRs with a 3-part Retailer Report Card. SPR will leave the card at the store, to be picked up by the TSM during their next trip. In exchange for this feedback, we will be providing TSMs with a gift (yet to be determined) for retailer participation and for providing feedback on the report card.

When the Marlboro Van Program is properly executed, it can deliver strong results for participating Retail Masters accounts and PM USA. Past results have yielded a 200% increase in category sales and an average of 60 adult smokers (21 years of age and older) contacted during each event.

Drive the business with the Marlboro Van Program!

cc: W. Iler  
E. Schauer

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# Van Program Market List

EXHIBIT A

VAN SALES PROMOTION REP (SPR) TRAINING: WEEK OF APRIL 13, 1998

Wave 2-RETAIL DATES: APRIL 20 - JULY 4, 1998

MARKET	# OF RETAIL MASTERS ACCOUNTS PER MARKET (< 799 CPW)	SECTION	DISTRICT	RECOMMENDED # OF VANS DISTRICT	UNIT	# OF RETAIL MASTERS ACCOUNTS PER UNIT (< 799 CPW)	TERRITORIES IN EACH UNIT
(2M0) BALTIMORE	1,323	21	21-71	9	21-01	336	01, 02, 03, 04, 05, 06
					21-02	344	01, 02, 03, 04, 05
					21-03	288	01, 02, 03, 04, 05
					21-04	355	01, 02, 03, 04, 05
(2B0) WASHINGTON	1,620	21	21-72	11	21-05	262	04, 05
					21-06	211	02
					21-07	383	01, 02, 03, 04, 05
					21-08	380	01, 02, 03, 04, 05
					21-09	384	01, 02, 03, 04
					21-10	143	02, 03, 04
(2C0) RICHMOND	1,146	21	21-73	8	21-11	278	01, 02, 03, 04
					21-12	353	01, 02, 03, 04, 05
					21-13	223	01, 02, 03, 04
					21-14	149	01, 02, 03, 04, 05
	1,145	21	21-74	7	21-15	334	01, 02, 03, 04, 05
					21-16	401	01, 02, 03, 04, 05
					21-17	450	01, 02, 03, 04, 05
					21-18	230	01, 02, 03, 04, 05
(2D0) RALEIGH DURHAM	1,415	22	22-73	9	22-10	279	01, 02, 03, 04
					22-12	255	01, 02, 03, 05
					22-13	359	01, 02, 03, 04, 05
					22-14	239	01, 02, 04, 05
					22-15	263	01, 02, 03, 04, 05
(2E0) CHARLOTTE	1,414	22	22-73	9	22-10	279	01, 02, 03, 04, 05
					22-12	255	01, 02, 03, 05
					22-13	358	01, 02, 03, 04, 05
					22-14	239	01, 02, 04, 05
					22-15	263	01, 02, 03, 04, 05
(2F0) COLUMBIA	1,525	22	22-74	10	22-16	291	01, 03, 04, 05
					22-17	288	01, 02, 03, 04, 05
					22-19	316	01, 02, 03, 04, 05
					22-20	301	01, 02, 03, 04
					22-21	329	01, 02, 03, 04, 05
					22-22	407	01, 02, 03, 04, 05, 06
(2G0) GREENVILLE	1,073	22	22-75	7	22-24	321	01, 02, 03, 04, 05
					22-25	345	01, 02, 03, 04, 05
					23-08	515	01, 02, 03, 04, 05, 06
(2H0) KNOXVILLE	2,235	23	23-73	15	23-09	368	01, 02, 03, 04, 05
					23-10	481	01, 02, 03, 04, 05, 06
					23-11	435	01, 02, 03, 04, 05
					23-12	416	01, 02, 03, 04, 05
					23-13	323	01, 02, 03, 04, 05
(2I0) NASHVILLE	1,278	23	23-74	8	23-14	301	01, 02, 03, 04, 05
					23-15	263	01, 02, 03, 04
					23-16	391	01, 02, 03, 04, 05

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# Van Program Market List

EXHIBIT A

VAN SALES PROMOTION REP (SPR) TRAINING: WEEK OF APRIL 13, 1998

Wave 2-RETAIL DATES: APRIL 20 - JULY 4, 1998

MARKET	# OF RETAIL MASTERS ACCOUNTS PER MARKET (< 799 CPW)	SECTION	DISTRICT	RECOMMENDED # OF VANS/ DISTRICT	UNIT	# OF RETAIL MASTERS ACCOUNTS PER UNIT (< 799 CPW)	TERRITORIES IN EACH UNIT
(2J0) ATLANTA	1,038	23	23-71	7	23-01	314	01, 02, 03, 05, 06, 07
					23-02	387	01, 02, 03, 04, 05
					23-03	337	01, 02, 03, 04, 05
	1,410	23	23-72	9	23-04	374	01, 02, 03, 04, 05
					23-05	355	01, 02, 03, 04, 05
					23-06	364	01, 02, 03, 04, 05
					23-07	317	01, 02, 03, 04, 05
(2K0) BIRMINGHAM	2,050	23	23-75	13	23-17	472	01, 02, 03, 04, 05, 06
					23-18	361	01, 02, 03, 04, 05
					23-19	395	01, 02, 03, 04, 05
					23-20	445	01, 02, 03, 04, 05, 06
					23-21	376	01, 02, 03, 04, 05
(2L0) SAVANNAH	1,237	23	23-77	8	23-27	472	01, 02, 03, 04, 05, 06
					23-28	357	01, 02, 03, 04, 05
					23-29	408	01, 02, 03, 04, 05
(3A0) ST. LOUIS	1,085	31	31-71	7	31-01	314	01, 02, 03, 04, 05
					31-02	260	01, 02, 03, 04, 05
					31-03	285	01, 02, 03, 04, 05
					31-04	226	01, 02, 03, 04, 05
(3B0) SPRINGFIELD	514	31	31-72	3	31-05	282	01, 02, 03, 04, 05
(3C0) PADULAH	523	31	31-72	3	31-06	202	01, 02, 03, 04, 05
					31-07	261	01, 02, 03, 04, 05
(3D0) MEMPHIS	1,023	32	32-72	7	31-08	259	01, 02, 03, 04, 05
			32-74		32-07	29	03
					32-08	75	03, 04
					32-15	383	01, 02, 03, 04, 05, 06
					32-16	280	01, 02, 03, 04, 05
(3F0) LITTLE ROCK	1,228	32	32-73	8	32-17	326	01, 02, 03, 04, 05
					32-10	244	01, 02, 03, 04
					32-11	259	01, 02, 03, 04
					32-12	223	01, 02, 03, 04
					32-13	238	01, 02, 03, 04
(3G0) TULSA	1,077	31	31-73	7	32-14	263	01, 02, 03, 04
					31-09	258	01, 02, 03, 04, 05
					31-10	282	01, 02, 03, 04, 05
					31-11	231	01, 02, 03, 04
(3L0) DALLAS	1,331	35	35-71	9	31-12	326	01, 02, 03, 04, 05
					35-06	322	01, 02, 03, 04, 05
					35-07	349	01, 02, 03, 04, 05
					35-08	342	01, 02, 03, 04, 05
	1,252	35	35-72	8	35-10	318	01, 02, 03, 04
					35-01	239	01, 02, 03, 04
					35-03	330	01, 02, 03, 04, 05
					35-04	297	01, 02, 03, 04, 05
					35-05	386	01, 02, 03, 04, 05

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# Van Program Market List

EXHIBIT A

VAN SALES PROMOTION REP (SPR) TRAINING: WEEK OF APRIL 13, 1998

Wave 2-RETAIL DATES: APRIL 20 - JULY 4, 1998

MARKET	# OF RETAIL MASTERS ACCOUNTS PER MARKET ( $\leq 700$ CPW)	SECTION	DISTRICT	RECOMMENDED # OF VANS DISTRICT	UNIT	# OF RETAIL MASTERS ACCOUNTS PER UNIT ( $\leq 700$ CPW)	TERRITORIES IN EACH UNIT
(300) MIDLAND	764	35	35-73	5	35-11	277	01, 02, 03, 04
					35-12	241	01, 02, 03, 04, 05
					35-13	232	01, 02, 03, 04, 05
(3P0) ALBUQUERQUE	742	35	35-73	5	35-13	116	01, 04, 05
					35-14	280	01, 02, 03, 04
					35-16	315	01, 02, 03, 04, 05
(5C0) SEATTLE	1466	51	51-71	10	51-02	451	01, 02, 03, 04, 05, 06
					51-03	301	01, 02, 03, 04, 05, 06
					51-04	383	01, 02, 03, 04, 05, 06
					51-05	305	01, 02, 03, 04, 05
					51-14	46	04
(5D0) PORTLAND	1466	51	51-72	10	51-06	433	01, 02, 03, 04, 05, 06
					51-07	361	01, 02, 03, 04, 05
					51-08	344	01, 02, 03, 04, 05
					51-09	358	01, 02, 03, 04, 05
(5H0) SACRAMENTO	969	53	53-73	6	53-10	243	01, 02, 03, 04
					53-11	212	01, 02, 03, 04
					53-12	240	01, 02, 03, 04
					53-13	294	01, 02, 03, 04, 05
					54-14	269	01, 02, 03, 04, 05
(5I0) SAN FRANCISCO	1157		53-71	8	53-01	308	01, 02, 03, 04, 05
					53-02	285	01, 02, 03, 04, 05
					53-03	197	01, 02, 03, 04
					53-04	166	01, 02, 03, 04
					53-05	201	01, 02, 03, 04
	1056		53-72	7	53-06	223	01, 02, 03, 04
					53-07	299	01, 02, 03, 04, 05
					53-08	296	01, 02, 03, 04, 05
					53-09	238	01, 02, 03, 04
					53-15	414	01, 02, 03, 04, 05, 06
(5J0) FRESNO	1020	53	53-74	7	53-16	281	01, 02, 03, 04
					53-17	323	01, 02, 03, 04, 05

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# Van Program Market List

EXHIBIT A

VAN SALES PROMOTION REP (SPR) TRAINING: WEEK OF April 27, 1998

Wave 3A-RETAIL DATES: May 11 - September 19, 1998

MARKET	# OF RETAIL MASTERS ACCOUNTS PER MARKET ( <b>&lt; 799 CPW</b> )	SECTION	DISTRICT	RECOMMENDED # OF VANS DISTRICT	UNIT	# OF RETAIL MASTERS ACCOUNTS PER UNIT ( <b>&lt; 799 CPW</b> )	TERRITORIES IN EACH UNIT
<b>(110) Philadelphia</b>	<b>2,612</b> <b>1,290</b>	<b>14</b>	<b>14-71</b>	<b>4</b>	<b>14-02</b>	<b>270</b>	<b>01, 02, 03, 04,05,06</b>
					<b>14-03</b>	<b>303</b>	<b>01, 02, 03, 04</b>
					<b>14-04</b>	<b>367</b>	<b>01, 02, 03, 04, 05</b>
					<b>14-05</b>	<b>350</b>	<b>01, 02, 03, 04, 05</b>
	<b>1,322</b>		<b>14-72</b>	<b>5</b>	<b>14-06</b>	<b>240</b>	<b>01, 02, 03, 04, 05</b>
					<b>14-07</b>	<b>247</b>	<b>01, 02, 03, 04, 05,06</b>
					<b>14-08</b>	<b>296</b>	<b>01, 02, 03, 04, 05</b>
					<b>14-09</b>	<b>233</b>	<b>01, 02, 03, 04, 05</b>
					<b>14-10</b>	<b>306</b>	<b>01, 02, 03, 04</b>
<b>(410) Chicago</b>	<b>2,304</b> <b>68</b> <b>1151</b>	<b>44</b>	<b>44-71</b>	<b>4</b>	<b>44-01</b>	<b>66</b>	<b>01</b>
					<b>44-04</b>	<b>32</b>	<b>05</b>
		<b>44</b>	<b>44-72</b>		<b>44-05</b>	<b>294</b>	<b>01, 02, 03, 04, 05</b>
					<b>44-06</b>	<b>296</b>	<b>01, 02, 03, 04,05</b>
					<b>44-07</b>	<b>249</b>	<b>01, 02, 03, 04,05</b>
					<b>44-08</b>	<b>312</b>	<b>01, 02, 03, 04, 05,06</b>
	<b>1,067</b>	<b>44</b>	<b>44-73</b>	<b>3</b>	<b>44-09</b>	<b>324</b>	<b>01, 02, 03, 04, 05</b>
					<b>44-10</b>	<b>264</b>	<b>01, 02, 03, 04, 05</b>
					<b>44-11</b>	<b>211</b>	<b>01, 02, 03, 04</b>
					<b>44-12</b>	<b>288</b>	<b>01, 02, 03, 04, 05</b>
<b>(5A0) Anchorage</b>	<b>200</b>	<b>51</b>	<b>51-71</b>	<b>1</b>	<b>51-01</b>	<b>200</b>	<b>01, 02, 03, 04</b>

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## EXHIBIT A-1

February 11, 1998

Dear District Manager,

Your District will be participating in the 1998 Marlboro Van Program. The program will be executed for 11 weeks beginning the week of April 20, 1998 and ending July 4, 1998. Sales Promotion Representatives (SPRs) training will be the week of April 13, 1998. Once your local Field Marketing Inc. (FMI) Market Manager is hired he/she will be checking to see if this training can take place at the District office, to allow for easier participation by local Philip Morris personnel.

To provide retailers with the best possible program and increase sales, we need your help in the placement of vans and with the hiring of SPRs. Therefore, we are asking for some guidance from you before we secure warehouses and place ads. The ideal location for van storage location will be in the geographic center of the retail sites that the assigned van will be servicing. The design of the program allows for a 30-40 minute drive (one way) from the van storage area. With that in mind, please give some thought to the units these vans will be assigned to and complete the following section.

Your District has been allocated \_\_\_\_\_ vans, suggested placement should be:

Unit	# of Vans	Suggested Van Storage Area (s)	

Return the completed sheet via fax to your Field Marketing Inc. Market Manager no later than 1 week after initial review. Your input will be used to determine the van storage locations.

Sincerely,

Randy C. Douglas  
Vice President

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## **EXHIBIT B**

### **RESPONSIBILITIES**

#### **Territory Sales Managers**

- 1) Select Retail Masters stores according to guidelines.
- 2) Verify van will not be placed within 500 feet of a school, playground, or established place of worship.
- 3) Complete and sign (**both you and the retailer**) a Participation Agreement. These agreements are available from *PMExpress* (Kit #05920). They are packed 10 per kit. Please see Exhibit E for a sample of a properly completed agreement.
- 4) Prebook additional Marlboro product using the enclosed Prebook Forms. Schedule the product for delivery a few days before the van visit. Additional forms are available from *PMExpress* (Kit # 86431). Forms are packed 10 per kit.
- 5) Order the Advance Retail POS kit from *PMExpress* to arrive at the store for placement 2 weeks before the van visit. Ad Slicks for in-store flyers and newspaper advertising are also available from *PMExpress*. See Exhibit D for information about these kits.
- 6) Instruct the retailer on how, when, and where to place the advance POS.
- 7) Obtain parking, zoning and other permits, as needed. Expense the cost on a biweekly expense report using the general expense category "Marlboro Van Program (permits)." Permits that cost over \$50.00 require District Manager approval. The expense will be charged against the NYO Van program, not the Section budget. Forward all permits to the District Manager at least 2 weeks before the Van visit.
- 8) Select alternate RM accounts to cover store cancellations.
- 9) Visit store on Van Day, if possible, to ensure smooth execution.

#### **Account Managers**

- 1) Same responsibilities listed under Territory Sales Managers.
- 2) Advise the appropriate District Manager of participating chain stores in his/her District (8 weeks before the van visit).
- 3) Assist in interviewing potential candidates for Van SPRs.

#### **Unit Managers**

- 1) Verify completion and accuracy of Van Participation Agreements.
- 2) Confirm that participating stores are Retail Masters accounts.
- 3) Verify proper placement of advance POS at participating stores and forward this information to the District Manager.
- 4) Audit some of the participating stores on the day of the van visit to evaluate execution of program details by the Van SPRs.

#### **District Managers/Van Coordinator**

- 1) Coordinate details of the Van Program and its execution at Retail Masters accounts; or assign an individual (Van Coordinator) to monitor the daily activities of the Van Program. This person may be an SDA, UM or SAM, but not a TSM.
- 2) Assist in interviewing potential candidates for Van SPRs.
- 3) Assist in training local Van SPRs.
- 4) Create and forward a list of 10 alternate accounts for each van to FMI in case a store cannot participate as scheduled. Update this list every 4 weeks.
- 5) Fax completed Participation Agreements to the FMI Market Manager at least 3 weeks before the van visit. No substitutions/ changes may be made to the Participation Agreement.
- 6) Forward all copies of permits to the FMI Market Manager at least 1 week before the van visit. District Managers should keep original permits on file.
- 7) Interact with FMI personnel to ensure the success of the program.
- 8) Provide working space (if available) in local offices to FMI market managers.
- 9) Assist with final decision on van storage facility.
- 10) Provide feedback to Field Sales personnel by using audit results and Van SPR reports.
- 11) Notify TSM if Advanced Day POS has not be placed, or requires replacing.

#### **FMI Market Managers**

- Arrange for pick up and transfer of vans to the proper markets during the appropriate times.
- Secure local warehouse (with PM approval) space for storage of the vans and program support materials.
- Set up the initial meeting with the PM USA District Manager.
- Interview, hire, train, and discharge Van SPRs.
- Maintain sufficient inventory of support materials in all vans.
- Audit Van SPRs during at least 2 van visits per week; report results to District Manager during weekly meeting.
- Verify the placement of advance retail POS in all participating stores; verify the Van Day Planning List (on the Participation Agreement).
- Forward audits and sales results to the appropriate District Manager 1 week after the event.

#### **Van SPRs**

- Set up store event kiosk and menu item boards.
- Place Van Day POS, as well as remove and dispose of all Van program POS upon completion of the event.
- Interact with smokers, 21 years of age and older, to distribute incentives and collect names.
- Call participating retailers 5 days before the van visit to verify the day, date and time.
- Encourage participating retailers to complete the Van Survey Feedback Form.
- Drive the vans, with remaining inventories of support materials/incentives, to storage locations at the end of each day and at the end of the program.
- If a cancellation occurs, set up a store event only at an alternate store location provided by PM USA.

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# Marlboro Van Program Timeline

Exhibit C

RESPONSIBLE PARTY	12+ WEEKS	12-10 WEEKS	10-6 WEEKS	5-4 WEEKS	3 WEEKS	2 WEEKS	1 WEEK	DAY OF EVENT	AFTER EVENT
PM USA	<ul style="list-style-type: none"> <li>DMs coordinate program details with UMs, Account Managers and TSMs.</li> <li>Account Managers coordinate chain store participation with the appropriate DM(s). (Participating stores must be located within the markets during the designated retail dates.)</li> <li>TSMs/Account Managers determine a list of potential Retail Masters participants.</li> <li>DMs / UMs agree with FMI on location of storage space for vans and support materials.</li> <li>DMs assign Coordinator to monitor daily activities of vans.</li> </ul>	<ul style="list-style-type: none"> <li>TSMs/Account Managers: <ul style="list-style-type: none"> <li>Present program details to potential RM participants.</li> <li>Agree upon specific day, date, and time for the van visit.</li> <li>Begin the process to secure permits, if needed.</li> <li>Prebook additional quantities of Marlboro for delivery before the van visit.</li> <li>Order Advance Retail POS kit from PM Express for arrival 2 weeks before the van visit.</li> <li>Instruct the retailer on how, where and when to place advance POS. (See Participation Agreement).</li> <li>Complete and sign a Participation Agreement (ensuring the Van Day Planning List is completed) and forward it to the Unit Manager. (Retailer signature is required.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>UMs: <ul style="list-style-type: none"> <li>Receive Participation Agreements from TSMs and review them for accuracy.</li> <li>Forward Participation Agreements to their DM.</li> </ul> </li> <li>Account Managers forward Participation Agreements to appropriate DM(s).</li> </ul>	<ul style="list-style-type: none"> <li>DMs: <ul style="list-style-type: none"> <li>Coordinate vans to cover scheduled dates and times as outlined by the Participation Agreements.</li> <li>Send confirmation to NAMs regarding the schedule of vans for participating chain stores.</li> <li>Forward a list of 10 alternate accounts to FMI. (Update this list every 4 weeks.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>DMs fax signed Participation Agreements to the FMI Market Manager. (Fax number will be supplied by FMI).</li> </ul>	<ul style="list-style-type: none"> <li>UMs: <ul style="list-style-type: none"> <li>Verify placement of Advance POS.</li> <li>Review Van Day Planning List with participating stores.</li> </ul> </li> <li>Account Managers forward all necessary permits to DMs.</li> <li>TSMs forward all necessary permits to their UM.</li> <li>UMs forward permits to their DM.</li> </ul>	<ul style="list-style-type: none"> <li>DMs forward permits to the FMI Market Manager.</li> </ul>	<ul style="list-style-type: none"> <li>DMs/UMs/TSMs/Account Managers are encouraged to: <ul style="list-style-type: none"> <li>Visit some of the participating stores during the van visit to evaluate Van SPR's execution of program details.</li> <li>Provide feedback to the FMI Market Manager.</li> </ul> </li> <li>DMs communicate any failed chain account van visits to the appropriate Account Manager.</li> </ul>	<ul style="list-style-type: none"> <li>PM USA personnel review FMI feedback on store sales. Evaluate performance of participants. Share best practices with the Region TMP.</li> </ul>
FMI	<ul style="list-style-type: none"> <li>FMI Market Managers: <ul style="list-style-type: none"> <li>Contact PM USA District Manager(s) for introduction, program details, and PM USA involvement with FMI interviewing &amp; training of Van SPR candidates.</li> <li>Discuss with PM and agree to location of storage space for vans and support materials.</li> <li>Secure local warehouse space for storage of vans and support materials.</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>FMI Market Managers: <ul style="list-style-type: none"> <li>Arrange for pick-up and delivery of vans to agreed-upon storage facilities during the appropriate dates.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FMI Market Managers: <ul style="list-style-type: none"> <li>Confirm receipt of and review Participation Agreements</li> <li>Discuss selected stores and any other issues with DMs.</li> <li>Ensure that vans are scheduled for Retail Masters accounts</li> <li>Confirm this with DMs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FMI Market Managers: <ul style="list-style-type: none"> <li>Assists retailers with placing advance POS material.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FMI Market Managers: <ul style="list-style-type: none"> <li>Visit some of the participating stores and verify placement of advance POS.</li> <li>Review Van Day Planning List on the Participation Agreement with retailers.</li> <li>Confirm receipt of permits.</li> </ul> </li> <li>FMI Van SPRs call participating stores 5 days before the van visit to verify the day, date, and time.</li> </ul>	<ul style="list-style-type: none"> <li>Van arrives at the participating store.</li> <li>FMI Van SPRs: <ul style="list-style-type: none"> <li>Set up the event as directed by the Participation Agreement and Van Day Planning List.</li> <li>Conduct the event.</li> <li>Remove and destroy as instructed by FMI all van POS (Advance and Van Day) at the end of the event.</li> <li>Encourage the participating retailer to complete the survey.</li> <li>Complete the FMI telephone survey.</li> </ul> </li> <li>FMI Market Managers: <ul style="list-style-type: none"> <li>Visit some of the selected stores to verify performance of Van SPRs.</li> <li>Forward feedback on Van SPRs to DM(s).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FMI Market Managers must provide feedback to DMs on the success of van visits that occurred during previous week.</li> </ul>
RETAILER		<ul style="list-style-type: none"> <li>Retailer agrees to Van Day, completes and signs the Participation Agreement with the TSM/Account Manager.</li> </ul>				<ul style="list-style-type: none"> <li>Retailer places advance POS.</li> </ul>		<ul style="list-style-type: none"> <li>Retailer completes and delivers the feedback survey to TSM.</li> </ul>	

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## **EXHIBIT D**

<b>TSM Van Kit Force-Shipped to Home during the week of March 30, 1998</b>
10 Posters (Two-Sided)
10 Dangers
10 Decals (Two-Sided)
10 Multi-purpose Cards
10 Laminated Cards
10 Kits of Stickers

<b>Advance Retail POS Kit #53702 Avail. for Retail Delivery 2 weeks before the event</b>
1 Poster (Two-Sided)
1 Dangler
1 Decal (Two-Sided)
1 Multi-purpose Card
1 Laminated Card

<b>Ad Slicks for In-Store Flyers/Newspaper Ads/ Available for Home Delivery 7 weeks before the event</b>	<b>Packing Factor</b>	<b>Kit Number</b>
1st Quarter	10	53703
2nd Quarter	10	54905
3rd Quarter	10	54505

<b>Van Day POS</b>
Kiosk
Canopy
Gear Menu Cards
Gear Counter Mat
9' x 3' Banner
Leaning Sidewalk Sign
In-Store Kiosk

<b>Van Day Supplies</b>
Retailer Buttons
Survey Receptacle Box
Survey Tear Pads
Proof-of-Purchase Tear Pads
Retailer Van Survey Feedback Form
Survey "Business Reply Envelope"
Plastic Bags

<b>Incentive Items for Adult Smokers</b>	
<b>Marlboro Purchase</b>	<b>Incentive</b>
2 Packs	Beverage Keychain or Screwdriver
3 Packs	Ashtray or Cap
5 Packs	Cooler Bag or Wallet
1 Carton	Duffle Bag or Long Sleeve T-Shirt
2 Cartons	Mini Swiss Army Knife or Mini Mag Lite

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